VICTREX PLC BOARD DIVERSITY, INCLUSION AND EQUAL OPPORTUNITY POLICY

Effective 1 October 2026

This document sets out the policy of Victrex plc (**Company**) in respect of Board and Committee diversity, inclusion and equal opportunity (**Policy**). The Company and its subsidiary undertakings (**Group**) are committed to diversity, inclusive practices and equality of opportunity amongst its Board members.

The Company acknowledges the value of diversity in its widest sense (age, gender, ethnicity, sexual orientation, disability, socio-economic background as well as educational and professional backgrounds) and its contribution towards effective Board and Committee operations and decisions.

This Policy is separate to the Group Equal Opportunities, Diversity, Equity and Inclusion Policy, which is reviewed each year and provides the framework for productive working relationships in the workplace.

Taking account of its changing strategic needs, the Board will ensure:

1. it and its Committees have the appropriate balance, composition and mix of skills, experience, independence and knowledge to ensure their continued effectiveness, having regard to regulatory diversity targets and external guidance on diversity;
2. succession planning for the Board and senior management seeks to promote diversity and develop a broad pipeline of candidates from a range of backgrounds and experiences;
3. executive search consultants engaged in connection with Board appointments are expected to demonstrate a commitment to diversity, inclusion and equal opportunity and to present suitably diverse candidate shortlists;
4. appointments to the Board are made on merit and against objective criteria, having due regard to the skills, experience, independence, knowledge and diversity required to maintain an effective Board;
5. policies adopted by the Group promote diversity in the broadest sense;
6. adequate and appropriate disclosure of:
    a. this Policy and diversity initiatives the Group has in place and the steps it is taking to promote diversity at Board level and across the Company including a description of progress made;
    b. the composition and structure of the Board and its Committees;
    c. whether the Company has met regulatory diversity targets on a comply or explain basis, and the Board's approach to such data collection;
    d. external reporting requirements including (i) the ethnic background and gender identity or sex of the Board and executive management* and (ii) the gender balance of those in senior management and their direct reports; and
    e. the process for appointments to the Board; and

7. this Policy is reviewed from time to time to monitor progress being made to assess its effectiveness.

The Board of Directors

Victrex plc

17 September 2026